



Karleen K. Jackson
Commissioner

—*STREAMLINE*—

DHSS GRANTS MANAGEMENT PROJECT

FEBRUARY 2007



Sarah Palin
Governor

As part of our ongoing communications effort, this is the first in a series of monthly updates I will provide regarding the Alaska Department of Health and Social Services Grants Management Project. First let me introduce myself. My name is Kathy Craft and I am director of this project. I have worked for the department since 1998, based out of Fairbanks. Prior to my work with the state of Alaska, I founded and was the executive director of a nonprofit mental health agency, funded with state and federal Medicaid dollars, that was developed to work with children, youth and their families.

DHSS, along with a few important partners, has embarked upon a project that we hope will change the fabric and culture of the way the department conducts business. Customer service is important to us. Every job within our department has the potential to affect someone's life; from the administrative clerk who is our direct, first contact to other Alaskans, to the nurse caring for a recent admission to Alaska Psychiatric Institute. Each of you is a critical component of our DHSS team, working compassionately, effectively and efficiently for the citizens of our great state.

As you are all aware, change and transition are hard. Fear of the unknown is unnerving ... and getting out of our comfort zone is sometimes the last place

we want to be. However, we all know that change is necessary as organizations grow and improve. We will do our best throughout this project to minimize that discomfort through frequent communication, collaborative work and active participation of all involved parties.

Overall Project Objective and Goals: The overall goal of this project is to increase the efficiency and effectiveness of DHSS grant-making processes in order to 1) reduce administrative burden for DHSS while ensuring adequate fiduciary control; 2) increase grantee/customer satisfaction; and 3) reduce the administrative burden for grantees to interface with the state.

Brief History: Last summer, Rasmuson Foundation and DHSS worked with Cliff Consulting to conduct an overview of DHSS grant-making operations. This study included 1) review previous studies, existing documents, current tracking software; 2) interviews with over 25 DHSS staff members; 3) grantee forums, one-on-one grantee interviews and written communications, including over 125 grantees in about 90 organizations; and 4) statistical analysis on current grant volumes, sizes, etc., to identify

potential opportunities and impact. From these findings a list of opportunity ideas was created and reviewed with DHSS Grants & Contracts, select program staff and the project's Steering Committee. These ideas were then evaluated for feasibility, impact and implementation time, and the resulting opportunities were synthesized into a set of recommendations and a final report. This report can be found at the DHSS Grants & Contracts Web site: <http://www.hss.state.ak.us/das/gandc/default.htm>.

NEXT STEPS

As I began to familiarize myself with this project and after discussions with Commissioner Jackson, it became apparent that recommendations regarding this project were extremely important. We did not want to delay progress on this project during the administration transition and appointment of the new Leadership Team. In an effort to keep things moving, the Core Team and Steering Committee selected the following recommendations and related activities to move forward with during the transition period:

- draft and finalize the internal and external communication plans for this project;
- prioritize the recommendations submitted through the Cliff Consulting Final Report, dated September 2006;
- standardize DHSS Quarterly Reports;
- improve DHSS CO and FMS contact lists;
- develop ongoing communication;
- begin identifying issues relating to the development of an RFP calendar detailing RFP release and due dates; and
- draft DHSS Grants Management Project Talking

Points and Frequently Asked Questions (FAQs) for staff and grantees

Once the Leadership team is in place, we will finalize our approach and timing on remaining recommendations and begin developing an overall timeline for the project.

PROJECT PARTICIPATION

The main implementation activity to date has been the establishment of the following three groups, which are the primary resources for this project, each with varying responsibilities. These teams, their members and their activities to date are outlined below:

Core Team Members: [Routine project oversight.]

Bill Hogan, DHSS Deputy Commissioner
 Sherry Hill, DHSS Commissioner's Office
 Sammye Pokryfki, Rasmuson Foundation
 Robin Nastir, Cliff Consulting
 Jean deVera, Cliff Consulting
 Terry Horton, Foraker Group
 Kathy Craft, Grants Management Project Director

Activities to date:

- ✓ FAQs and Talking Points
- ✓ Ongoing monthly communication — *STREAMLINE*
- ✓ Drafted the internal & external communication plans for review
- ✓ Meets weekly

Steering Committee Members: [Project review, high level input, and approve recommendations forwarded to the Commissioner.]

Bill Hogan, DHSS Deputy Commissioner
Tony Lombardo, DHSS Deputy Commissioner
Janet Clarke, FMS Assistant Commissioner
Darla Madden, FMS Grants and Contracts
Rod Moline, DSDS Director
Ellie Fitzjarrald, Acting DPA Director
Stacy Toner, Acting DBH Director
Tammy Sandoval, OCS Deputy Commissioner
Steve McComb, Acting DJJ Director
Dr. Jay Butler, DPH Director
Sherry Hill, DHSS Communications Officer and
Legislative Liaison
Sammye Pokryfki, Rasmuson Foundation
Robin Nastir, Cliff Consulting
Jean deVera, Cliff Consulting
Kathy Craft, Grants Management Project Director

Activities to date:

- ✓ Reviewed the Internal and External Communications Plan
- ✓ Designated division staff to work on uniform quarterly report
- ✓ Meets once a month

Grants Management Project Work Group:

[Detailed input, participation, recommendations forwarded to the Steering Committee and implementation.]

Lisa Morley and Alison Seymour, DSDS
Barb Murray and Cynthia Scott, DJJ
Jeff Kasper, PIT
Nita Greenwell-Madsen and Ron Kreher, DPA
Darla Madden and Chris Carson, FMS
Diane Casto, Brita Bishop, Gary Kotsenko and
MaShelle Hess, DBH

Pat Carr and Joyce Hughes, DHSS HPSD
Tammy Green, DPH
Nancy Burns and Tracy Spartz-Campbell, OCS
Jean deVera, Cliff Consulting
Terry Horton, Foraker Group
Kathy Craft, Grants Management Project Director

Activities to date:

- ✓ Prioritizing the Cliff Consulting recommendations for consideration by the Steering Committee
- ✓ Volunteers from each division began to work on a uniform quarterly report
- ✓ Volunteers from each division began to work on the internal DHSS CO and FMS Contact lists
- ✓ Meets every other week

The Core Team has completed the initial list of Frequently Asked Questions (FAQs), which are attached to STREAMLINE and can be found at the following DHSS Web site : <http://www.hss.state.ak.us/das/gandc/default.htm>.

I hope this correspondence has been helpful to you. Please let me know if you have questions. I appreciate your understanding during this time of transition. If you have questions about the department's Grants Management Project, please contact me at Kathryn_Craft@health.state.ak.us or 451-2017. I look forward to hearing from you.



Kathy Craft, Project Director
Department of Health and Social Services
Grant Management Project